

Reflections

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Winter 2001/Spring 2002

Fighting Discrimination

DEOMI educational video focuses on
Arab-Americans and Muslims in military

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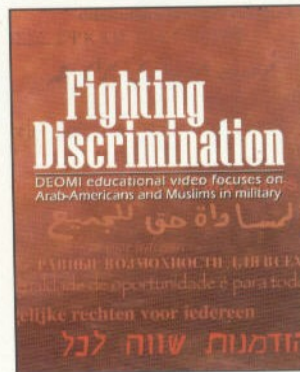
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Art by Pete Hemmer

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REFLECTIONS

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Abell: DoD places high premium on equal opportunity as military necessity

(Editor's Note: The Assistant Secretary of Defense for Force Management Policy Charles S. Abell addressed newly appointed Navy flag officers and members of the Senior Executive Service attending the respective services' Senior Executive Equal Opportunity Seminar. The following is an excerpt from his speech.)

There's an ancient Chinese curse that says, "May you live in interesting times." I prefer to think of it not as a curse but as a blessing. And if it is a blessing, then this group here this morning is *really* blessed.

As newly appointed Flag Officers and Senior Executives you have accepted great challenges and face exciting opportunities that guarantee you will each live in interesting times.

That's pretty significant in itself. But you are making this important step into the senior ranks at a time when the Navy, the Department of Defense and, in fact, the entire nation are all going through some interesting times as we re-evaluate our entire long term and short term approach to national security.

The events of September 11th were a violent and brutal reminder that although the Cold War ended 12 years ago, our charge to protect this nation and its people from harm is far from over. New enemies challenge us with asymmetrical attacks, terrorism, and nuclear, chemical and biological warfare.

Although today's all-volunteer force is smaller, it is the most lethal and disciplined force the nation has ever fielded. This is true, in part, because the Department of Defense has put policies and programs into place that allow all of our military members to serve their nation in an environment of dignity and mutual respect.

It is very clear that we have not crossed the "finish line" in terms of equal opportunity progress. Quite

frankly, we may never cross the "finish line" because of the great diversity we have in our workforce. However, we owe it to our people and to our country to forge ahead and see the value in that diversity.

As we enter the 21st century, DoD will continue to place a high premium on equal opportunity as a military necessity because, simply put...it's the right thing to do.

I was reminded the other day just how important dignity and respect is when Lt. Gen. Van Alstyne, the Director for Military Personnel Policy, was telling me that young people today, whether military members or civilian employees, expect to be treated with respect. Given that we have an all-volunteer force, they can — and do — vote with their feet if they are not happy.

The very foundation of this great country we all serve and protect is "freedom and justice for all." Our success comes from total commitment to the ideals of freedom, fairness, and human dignity — it's what our country stands for.

We must continue to dedicate ourselves to equal treatment and opportunity for all our members without regard to race, creed, color, gender, religion, or national origin. People remain the cornerstone of readiness, and to this end, equal opportunity for all is the only acceptable standard.

You are the leaders who must transform DoD to a new era. For this reason alone, you can't afford not to capitalize on diversity and on the many different perspectives which will lead us to new solutions to our most challenging problems.

The diverse backgrounds, ideas, and insights offered by people of all races and of both genders are a great source of strength for our nation. We can best ensure this source of strength endures by your contin-



Charles S. Abell

"People remain the cornerstone of readiness, and to this end, equal opportunity for all is the only acceptable standard."

ued commitment to equal opportunity and the personal example you set.

And that leads me to the second reason why you ... our senior leaders ... must keep equal opportunity in the forefront. In his book, *The Art of the Leader*, Maj. Gen. William A. Cohen (U.S. Air Force Reserve, retired) referred to that age-old game of "Follow the Leader." He said, "Followers attempted to do everything the leader did. They rarely hesitated, because they saw the leader do it first. Not only did they know it could be done, but they saw that the leader was willing to do it first."

That's just about the best analogy I can think of to demonstrate how important it is for leadership to not only "talk the talk" of equal opportunity, but to "walk the walk" because without question, your subordinates are looking to you to live by the qualities that you advocate.

In December 1994, Congressman Ron Dellums, who at the time was the Chairman of the House Armed Services Committee, released a task force report that included findings from military focus groups from over 2,000 people at 19 military installations. The most significant finding was that a commitment of leadership to equal opportunity is the primary determinant of the racial climate in an organization. The exact words

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Commandant shares vision for DEOMI

By Sgt. 1st Class Derrick Crawford
Reflections Editor

As Commandant of the Defense Equal Opportunity Management Institute (DEOMI), CAPT Robert D. Watts, brings a unique blend of experience and leadership.

The former helicopter pilot, wing commander, and head of the Navy's Equal Opportunity Division took command of DEOMI on May 30, 2001 (See feature story on Page 23).

He shares his views on the Institute's essential mission and the impact equal op-

portunity practitioners have on the Department of Defense.

Q: How is the ongoing war against terrorism affecting DEOMI's training?

A: I think it's a little too soon to tell. The possibility is that we may see fewer students coming through because of the activation of our Armed Forces. We don't know. But since we have Arab-Americans and Muslims within our military society, there is an opportunity for us to provide

training, information, and awareness on how best to ensure all people are treated fairly. We have to ensure the service members and their families are always treated with respect. We also have to make commanders aware of the tools we can provide them to find and correct any discrimination.

The one thing we can't afford to happen is what happened in the Vietnam-era where we had a divisive force.

Q: How do current issues of discrimination against people of Middle Eastern descent and Muslims highlight the considerable role equal opportunity and equal employment opportunity professionals play in DoD and our Armed Forces?

A: I would like to think that we do our job so well that the training we provided to equal opportunity advisors and senior leaders allowed them to foresee the potential of this having an adverse affect.

They should be out leading efforts, putting out information on policies, doing climate assessments, making sure they're aware of what's going on with their people so that they are ahead of the issue instead of behind and trying to catch up.

With that said, both President Bush and the Secretary of Defense Donald Rumsfeld have taken the lead from day one with messages against discrimination of any type.

Q: You have mentioned your intent for DEOMI being seen as the "Harvard" of equal opportunity and equal employment opportunity training. What will be the measures for success?

A: One basic measure for success is having a waiting list for our programs. We have the capacity to meet the needs of the Armed Services at this time, especially with the addition of the operation of the Professional Education Center at Little Rock, Ark.

But for all of our programs, we don't necessarily have what I would call a waiting list of people lining up to attend the programs.

ABELL

from Page 3

were: *"Where leadership viewed the effort of providing and maintaining equal opportunity for all as requiring a daily, constant, multifaceted effort, the overall climate of the installation appeared positive."*

It's very clear to me that when you communicate your expectations for treating everyone with dignity and respect and consistently accept nothing less from yourself and your subordinates, you can be assured your people will follow your lead and will make you successful.

Just keep in mind the words of Eleanor Roosevelt when she said, *"It is not fair to ask of others what you are not willing to do yourself."*

I think you will all agree that I have already outlined the most noble of reasons to keep equal opportunity on your front burner. But on the off chance that someone in this room is still not convinced, then I would say to you "Just do it to stay out of trouble!"

As our newest senior leaders, you are charged with managing resources of all kinds, including human resources. Our nation has entrusted you to be good stewards of those resources and you are expected to do all that within the constraints imposed by law, policy and regulation.

By the time we conclude this seminar, we hope you will have new insights into some positive and constructive ways

to combat and prevent an unhealthy climate in your command.

As long as you continue providing an environment where our service men and women and civilian employees can perform as members of a cohesive team, you will never have to face the consequences of falling out of compliance with the law. Quite to the contrary...you will thrive and your organization's readiness will soar.

By accepting the challenging responsibilities of senior leadership in the defense of your nation, you are fulfilling your debt of service to your country. I can almost promise you there will be days when you feel you've paid that debt in full – and then some! On the other hand, the rewards will far outweigh the cost.

Whether blessing or curse, we certainly do live in interesting times. The politicians, the pundits and the think tanks make much of the fact that we face challenges unlike those we've known at any other period in recent history. This can seem overwhelming.

I believe the words of one of our greatest presidents, John F. Kennedy, can help inspire us to face these "unknowns."

He said, *"The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it, and the glow from that fire can truly light the world."*

Discussions



Photo by Sgt. 1st Class Derrick Crawford

"We do a very good job of training and educating the advisors. We still have a little ways to go in getting our senior-level training to commanders at the level that allows them to fully understand and be proactive in the issues of equality and valuing their people."

-- CAPT Robert D. Watts, DEOMI Commandant

Secondly, we have standards, but we also need to establish some metrics to determine exactly if we are achieving those standards. The Chancellor of Education has come up with some standards and metrics that are primarily focused at civilian education but are applicable to what we do here.

We do send out surveys to the commanders and DEOMI graduates to find out if the education we give them is allowing them to perform at the level expected when they get out into the field. We're getting some very good feedback, so that's an indicator of the quality of work we are doing.

Another indicator is to have our courses revalidated every few years. Although we have the Council of Occupational Education accredit our programs and the American Council of Education has given us undergraduate credit for our courses, I think there is a need for validation of our training methodologies and techniques.

We can use those findings to help establish some metrics, so we can really know where we stand. We're working on those issues.

Q: Based on feedback from commanders, how are DEOMI graduates faring on the job?

A: They say they are well-trained and ready to go, and are meeting or exceeding their expectations. That's all good, but I want to make sure commanders know what they want their EOAs to do.

We need to educate the commanders as much as we're educating the advisors.

Part of the concern I have is that sometimes a commander tells the EOA: "You take care of it. Let me know when something happens." That commander's expectations are that the equal opportunity advisor is going to solve all his or her problems.

That's not what we train them to do. Commanders, who embrace that advisor and use him or her as an agent to support policies and to gauge the climate of the command, have a much better feel for what we're doing and the type of advisors we're producing.

We do a very good job of training and educating the advisors. We still have a little ways to go in getting our senior-level training to commanders at the level that allows them to fully understand and be proactive in the issues of equality and valuing their people.

Q: What are some recent changes in DEOMI programs?

A: All of our programs, based on the feedback we receive, are effective. So, there have been no significant changes. However, we are examining whether our methodologies, techniques, course materials, and subject matter are still relevant for today.

We have a core concept here that we truly believe: the resident, small-group interaction is critical. But, what we're doing is making available more information, more course material through distance learning.

Reserve Component folks don't have the opportunity to spend 15 weeks here, so

we're using distance education through web-based modules, CDs, and correspondence to give them the cognitive portion of our training in advance of them coming here.

We're increasing our web-based education through the modules we're developing and looking to work more in conjunction with the University of Nebraska and the Nebraska National Guard to develop these.

Although we are moving forward with the distance learning efforts to reach more people, we still have that small group interaction that's required when Reserve Component students arrive here for their three-week session.

Q: What other ways can DEOMI improve its courses?

A: We have to ensure we minimize any wasted effort or time. Right now our Equal Opportunity Advisor Course is 15 weeks — 12 weeks of core studies and 3 weeks of service specific. I'm looking to see what we can do to maximize the learning.

If we can cut some things down, we will. However, making a course shorter doesn't mean you have made an improvement. We have to see if maybe some courses, based on internal reviews of our individual lessons and the feedback we're getting from students, are too long and if some are too short.

Everything we do is about maximizing the learning of students, so when they leave here they're as well prepared to step into their jobs as we can make them.

Discussions



Monthly Observances

Writer says months have passed their usefulness

By Kathleen Leatherwood
HQ, USEUCOM

The voices needed for the new millennium come in a variety of melody and tone. They are young and old, happy and sad, weary and strong. The vowels and consonants are shaped by countless accents from many lands, yet the voices ring with one sound - that of humanity.

There was a time when America did not recognize the accomplishments of people of various ethnic groups, and we set aside months to celebrate the groups individually. That may have been necessary in the beginning, but now I believe America is in need of a new direction in our multi-cultural outlook.

We need to change our focus from monthly celebrations of different ethnic groups to celebrating the humanity in each of us. We need to look at the dreams and accomplishments of a person's life, rather than his or her ethnicity.

We need to give all of our children not just one month to celebrate, but twelve.

If we devote each month of the year to an endeavor or field, we could celebrate each ethnic group each month. I would propose starting the year with Public Servant Month, in tribute to Dr. Martin Luther King Jr.

This month would celebrate the clergy, social workers, police, fire fighters, and those who dedicate their lives to bettering society. Prominent people of all colors in these fields would be celebrated and honored.

We would need a month for science, math, and technology, which may be good for February, when many science fairs take place. Literature and Languages Month, when we could celebrate T.S. Elliot, Amy Tan, Chief Seattle, Isabel Allende, Paul Lawrence Dunbar, and others, could be another. An appreciation of the many languages we speak would be included in this month.

The performing arts of dance, music, and drama also need a month. A special month for the media could encompass tele-

vision, radio, and journalism. Medicine, education, and history (including government, law, and politics), each needs its own month.

During Education Month, we would also celebrate those who devote their full time to parenting, as they are our children's first teachers. Business, art, and athletics would each have their own month. Perhaps September would be a good time to celebrate the food industry, which would include farmers, manufacturers, and restaurants.

As a parent and teacher, I want our children to look up to people who have dedicated their lives to enriching mankind. I want them to be able to identify with a role model based on a shared passion, regardless of the color of that person's skin.

It is a new millennium, and like Dr. Martin Luther King Jr., I have a dream. I dream that one day all of our children will be able to celebrate their own humanity, ethnicity, and dreams every month of the year.

Discussions

One team one fight

"Whose team am I on?"

By C. Dial
U.S. Army

One of the subtle issues about race is the way in which it alters individual's perceptions of exactly the same events. I believe this vignette illustrates graphically both the complexity of the issue and the corrosive effects such perceptions can have on individuals and units.

Imagine you are a colonel attending a senior Armed Services school. It has taken you 21 years of selfless service, dedication, and hard work to reach this stage of your career. When the Chief of Staff spoke to the class, he asked every student to go out to the communities of America and tell the military story to the good people we serve.

You enthusiastically accept an opportunity to speak at a small college where for several years students attending the senior Armed Services school have been speaking at that college's request.

One of your faculty members travels with you to observe your presentation and give you feedback for your public speaking elective. As you near the college the driver comments: "Sir, I am from this area and there are not a lot of minorities at this school."

At the college, a professor who is your escort greets you. She nonchalantly informs you that there probably will not be any minorities in the audience.

There it is again—the repetition of the driver's casual but concerned commentary concerning the lack of minorities in the area. The professor's introduction is minimal, even though you'd provided her a full listing of your accomplishments weeks in advance. "Class, we have a guest today from the United States Senior Service College," says the professor, before stating your name.

You provide the well-prepared address, and as soon as your address is over the professor simply says thank you and escorts you out of the building.

On the ride home, you slowly arrive at the unwanted conclusion that you had been slighted, and that your rude and unprofessional treatment at the hands of this professor was probably because you are black.

"... We must not forget the fundamental element of our Armed Forces: people ... and how we must find ways to understand, support, and communicate our feelings with one another."

Other non-minority students who have spoken at the same institution speak of warm receptions, positive experiences, and of open invitations to return at anytime. The only thing new in this puzzle is YOU.

You plan to take your concerns to the Dean of Students. Prior to the meeting, you seek the wise counsel of a minority faculty member. He poses a question you had not considered. "What, if anything, did the accompanying faculty member do or say as this was going on?"

You can't recall his doing anything, but realize you should share your memo with him first. When you do, he admits that he saw the facts as you did.

Then, to your surprise he proceeds to try to dissuade you from believing that what you experienced was a racial situation. He recounts his own experience of being a Southerner living in the North and being a National Guard officer on active duty.

It is possible that he honestly believed that his was a racist experience, and your encounter with the college professor WAS NOT? He could recognize discrimination, and you couldn't?

Why does race make this officer defend the intent of a total stranger against the clear perception of discrimination by his own student and member of his own organization? It makes you ask the logical question: "Whose team am I on?"

Isn't the role of the accompanying faculty member on these speaking engagements (the senior military person present) to ensure that protocol be observed and that all parties be

treated equally and accorded dignity and respect? So why was no action taken, regardless of intention?

In this situation, there is a problem. The problem is race.

Is the subject of race so hard to discuss? You bet it is.

All of the key people in this story are at least 40 years old and bring with them facets of America's social revolution of the 60s. This includes perceptions, stereotypes, insensitivity, and expectations of that era.

The faculty member feels the student does not trust him and his ability to look at the facts and judge the situation fairly. The student feels the faculty member does not trust his ability (as a person of color) to examine the facts, and has in essence told him he does not know racism when he sees it.

The black experience and the military experience for black officers are totally unique.

For the black officer, "coloration" carries with it all the historical ramifications, misperceptions, stereotypes, and personal biases harbored by each individual he or she encounters. This is what makes race so difficult to discuss even among soldiers who have been in the same Army for 20-plus years.

Beauty may only be skin deep, but in some cases race goes all the way to one's soul.

Looking out the window of the Military History Institute, and reflecting on the past as we build for the future and transition, we must not forget the fundamental element of our Armed Forces: people. The human dimension of military service and how we must find ways to understand, support, and communicate our feelings with one another.

We must make sure we truly are "one team and in one fight" and that our loyalty to each other as soldiers truly causes us to stand together and transcend difference, even difference as deep as race. It is a start to reflect how deeply race colors the way we experience even shared events.

Disability versus equality an issue worldwide

By Mr. M.J. Swart

South African National Defence Force

In most countries of the world, people with disabilities are excluded from the mainstream of society, and as a group they experience difficulty in accessing fundamental rights.

As a group they are deprived of services and facilities available to the non-disabled and consequently are the least nourished, least healthy, the least educated and the least employed. They are mostly subjected to a long history of neglect, isolation, segregation, poverty, deprivation, charity and pity.

The plight of people with disabilities in South Africa is not dramatically different. Disability tends to be couched within a medical and welfare framework, identifying people with disabilities as ill, different from their non-disabled peers, and in need of care.

The immense responsibility for the care of the disabled is generally left to their families and a few institutions and government. Only when people with disabilities are empowered will they draw the attention of society.

Over the past decade, disabled people's organizations, all over the world, have worked to reposition disability as a human rights issue. The result is a social model for disability based on the premise that if society cannot cater for people with disabilities, it is society that must change. The goal must be the right of people with disabilities to play a full, participatory role in society.

People with disabilities do not feel disabled because of their physical or mental impairments, but because of the barriers society chooses to put up to establish differences between the disabled and non-disabled. These barriers fall into the following three broad categories:

Institutional barriers

Environmental barriers are inaccessible public and private buildings, schools, universities, offices, factories, shops, transport, information and communication systems. These barriers shut the disabled out and keep them aware of their alleged shortcomings.

The message to people with disabilities is loud and clear: they are not welcome.

These include expulsion, exclusion, and segregation from key social institutions including education, employment, health, law and recreation. Direct and indirect acts of discrimination against the disabled prevent them from taking full advantage of these institutions.

Attitudinal behaviors

The non-disabled, all over the world, view and treat the disabled with prejudice and, in varying degrees, regard them as incapable, inadequate, pathetic, tragic, pitiable, unhealthy, dependent on charity, costly for society to support, inferior, unemployable, etc.

These barriers, as well as many others, are the result of prejudice born of ignorance and misconceptions. It is imperative that steps are taken to remove such barriers and eradicate widespread discrimination against people with disabilities.

People with disabilities must also be offered equal opportunities to live independently in society with dignity and freedom to contribute to the richness of society in accordance with their skills and talents. The disabled person, like the non-disabled person, expects full and active participation in all activities of their lives. Such participation can only become a reality if we remove these barriers.

People with disabilities should not be expected to live on crumbs of benefits thrown at them. People with disabilities deserve neither to be thrown in the dustbins of society nor to be put on pedestals. They only want to be treated as "ordinary" people, which they actually are, if seen without prejudice.

Nothing substantial and of lasting value can be achieved without actively involving the people with disabilities in their own struggle for equality, self-respect, and independence. They and all those who believe in creating a just society free from exploitation must support efforts aimed at achieving equal rights for all, for the disabled as well as the non-disabled.

Full control

People with disabilities must be encouraged to gain full control of their lives, their environment, and their society. They must have the right to decide what they them-

selves want because the non-disabled, no matter how sensitive and fair-minded, cannot really understand the feelings of the people with disabilities.

The disabled, in partnership with the non-disabled, should together remove the obstacles and barriers that history has put in front of them.

Only through such collective and sustained efforts will society be able to minimize and ultimately eliminate the prejudice and discrimination that have become daily occurrences. The rest of society, like people with disabilities, must realize that the real issue is not of rehabilitation, but of equal rights. The disabled have at last realized that all people with disabilities, in all countries and cultures of the world, have one experience in common, an experience that constantly confronts them and hurts them relentlessly.

This single common experience, cutting across geographical, political, and cultural boundaries, is discrimination. This must give people with disabilities the courage to challenge the prejudice of society and demolish the image that they are dependent and pitiable.

The changing ethos that has taken place within the international and South African context is a key principle of disabled people's movements to involve them in the process of transformation.

The White Paper on an Integrated National Disability Strategy (INDS) has opened doors to people with disabilities in South Africa so that they can, individually and collectively, become an integral part of the mainstream of South African society. We must, however, realize that the INDS is not a solution to the intricate and complex problems of the disabled, but we know that the INDS is definitely a beginning to finding lasting and practical solutions.

The pursuit of social justice and equal opportunities should become more vigorous, so that all, irrespective of their disabilities, lifestyles, and potential, can be treated equally and fairly.

(Editor's Note: M.J. Swart is Chief of Equal Opportunity Directorate (SO1 Disability). The article was originally published in "South African Soldier" magazine.)

DEOMI holds Fourth Biennial EO/EEO Research Symposium

Directorate of Research

The Defense Equal Opportunity Management Institute held the Fourth Biennial Equal Opportunity/Equal Employment Opportunity (EO/EEO) Research Symposium, Dec. 5-7, 2001, at the Double Tree Hotel in Cocoa Beach, Fla.

Sponsored by the Directorate of Research and the Research and Evaluation Committee, the symposium brought together social science researchers, EO/EEO professionals, and others interested in EO/EEO research in the military. Approximately 85 attended the two-and-a-half day event.

"The program was a success," says symposium project officer and acting Director of Research Jerry Scarpate.

"The symposium provided an excellent forum for sharing, learning, and exploring."

The program included presentations by distinguished researchers both within and outside DoD. Some of the topics included racism, sexual harassment, climate analysis, and religious diversity.

According to DEOMI Commandant CAPT Robert D. Watts, "The objectives of the symposium were to share research results, learn from each other's work, and stimulate future exploration of critical EO/EEO issues."

The symposium continued a tradition, which began in 1994, of providing a valuable outlet for legitimate research in military EO/EEO, and an opportunity for discourse on these important issues.

Web address change

The DEOMI website address has changed to improve security. The new address is: <https://www.patrick.af.mil/deomi/deomi.htm>. For more information contact Public Affairs at (321) 494-6208/DSN 854.

Alternative complaint process resolves EEO issues faster

By Rudi Williams

American Forces Press Service

WASHINGTON (AFPN) — Equal employment opportunity discrimination complaints can take weeks, months and even years to resolve. In fact, the average life of a complaint can be three to five years. But there is a way to address and resolve workplace disputes within hours: It is called "alternative dispute resolution."

The concept itself is not new, but the Washington headquarters service's Alternative Dispute Resolution (ADR) program is. The agency formally established the program within the personnel and security directorate's equal employment opportunity programs division.

"We hope to encourage customer interest by expanding current use of the ADR program, simply because it minimizes an adversarial approach to addressing employee and management concerns," said Renee Coates, assistant division director. "It provides an opportunity for all parties involved in a workplace dispute to make a good-faith effort to try to resolve issues."

Alternative dispute resolution specialist Scott Deyo said ADR allows employees to return to a productive status quickly. That is good for readiness and mission effectiveness, he said, calling ADR a catalyst for better workplace communication.

The method is particularly useful when communications between supervisors and employees or among co-workers has broken down or been missing, he noted.

"Alternative resolutions" can include conciliation, facilitation, mediation, fact-finding and arbitration, according to the 1990 Administrative Dispute Resolution Act. The act was re-authorized by Congress in 1996.

"Our administrative instruction, however, will focus on three tenets of ADR — mediation, facilitation and peer resolution paneling," Deyo said. "The main process we've been using is mediation, which is usually designed for two parties. The final outcome is usually a binding agreement that's acceptable to both participants."

"We routinely receive feedback that

"People need a safe haven to come to and talk about their disputes and conflicts."

— Scott Deyo, ADR specialist

most individuals are pleasantly surprised by how easy it is to address concerns in mediation. Having a third party, who knows nothing about the conflict, makes an incredible and positive difference," he said.

Facilitation is designed to improve communications among groups. Peer panels, composed of five neutral colleagues of the parties involved, decide the outcome of the dispute. In the formal process, one person or regulated body typically is authorized to make decisions.

"In mediation, you find that people want to feel they have a voice among leadership and peers," Coates said. "They are searching for a comfort factor that their concerns matter to managers and colleagues. ADR introduces an avenue to have those concerns heard and hopefully resolved in a matter amenable to everyone."

Confidentiality and neutrality are critical aspects of ADR, said Deyo.

"People need a safe haven to come to and talk about their disputes and conflicts," he said. "Many of the situations we deal with involve difficult circumstances that employees feel they cannot discuss with their immediate supervisors."

ADR is a completely voluntary, "interest-based" process, he said. This means all parties must agree to participate.

"ADR focuses on the underlying interests and common ground of the people involved in a case. Deep down, I believe people really want to resolve their disputes as early as possible," Deyo continued.

Alternative resolutions allow individuals to address their disputes immediately without restrictions imposed by lengthy, regulated processes. Mediations typically take about four hours to conduct, but some cases have lasted a day, Deyo said.

Bush visits CAP, promises help for disabled

By Rudi Williams

American Forces Press Service

WASHINGTON — Computers and the Internet deliver a world of information that enriches the lives of many disabled people, but they also create challenges that DoD, other government agencies and the private sector must do more to solve.

That was President Bush's message to a Pentagon audience June 19 that included Secretary of Defense Donald Rumsfeld; Dinah F.B. Cohen, director of DoD's Computer and Electronic Accommodation Program; Sen. James M. Jeffords of Vermont; Rep. Steve Horn of California; and a host of disabled employees.

"Americans with disabilities have a great deal to contribute to our national security," Rumsfeld said before introducing the president. "In this era of continuing, advancing technologies, there are possibilities to harness their talents in ways there were previously inconceivable."

Bush went to the Pentagon auditorium after watching demonstrations in DoD's Computer and Electronic Accommodations Program Technology Evaluation Center. The center provides employees with disabilities with adaptive computers, electronics and other specially designed assistive devices.

"I saw technologies that are helping people with disabilities enjoy the full range of opportunities made possible by the technology boom," the president told the audience.

He said the center's software allows hearing-impaired people to communicate with co-workers by computer. Screen reading technology makes it possible for the visually impaired to access information off their monitor displays. Voice recognition software unlocks new computing possibilities for people with impaired dexterity.

"The technologies on display here have helped more than 20,000 Defense Department employees enjoy greater access to communications and computing equipment," Bush said. He also pointed out that such technology helps countless individuals in the public and private sectors become fully integrated into the workplace.

Noting that Internet access for Americans with disabilities is half that of people without disabilities, Bush said, "I'm com-



Photo by Rudi Williams

President Bush shakes hands with several DoD employees during a Pentagon visit June 19, 2001, to see DoD's Computer and Electronic Accommodations Program (CAP) Technology Evaluation Center.

mitted to ensuring that government Web sites become compatible with this evolving technology."

Noting that Section 508 of the Rehabilitation Act becomes effective for all federal agencies on June 25, the president said, "There will be more opportunities for people of all abilities to access government information."

Section 508 requires federal agencies to ensure that electronic and information technology is accessible for people with disabilities.

"Section 508 will also make the federal government a better employer, as roughly 120,000 federal employees with disabilities will have greater access to the tools they need to better perform their jobs," the president said.

Section 508 is a key element of the president's "New Freedom Initiative," implemented in February. "Its goal is to help Americans with disabilities realize their potential and to achieve their dreams," Bush said.

Among the many goals of the initiative, Bush wants to lower cost and improve access to assistive technologies, such as adaptive computer equipment, lightweight and powered wheelchairs, text telephones and modern artificial limbs.

He also wants to expand employment opportunities for the disabled, offer new transportation solutions and improve access to places of worship.

"We've asked Congress to increase funding to bring assistive technologies to market more quickly, to help make them more affordable for the people who need them and to speed research in developing new technologies," the president said.

Bush drew applause when he said he signed an executive order requiring full implementation of the Supreme Court's 1999 Olmstead Decision. Olmstead and the Americans with Disabilities Act mandate that disabled persons who can receive support and treatment in a community setting should be given a reasonable opportunity to live close to their families and friends, when appropriate.

The executive order directs key federal agencies, like the departments of Housing and Urban Development, Labor, Health and Human Services, Education and Justice and the Social Security Administration, to work with states to implement the Olmstead decision and ADA.

Loud applause erupted again when Bush said the order "directs Attorney General John Ashcroft and Secretary of Health and Human Services Tommy Thompson to fully enforce Title II of the Americans with Disabilities Act, and ensure that no one is unjustly institutionalized."

The landmark Supreme Court ruling in the Olmstead vs. L.S. and F.W. case on June 22, 1999, involved a lawsuit filed by Lois Curtis and Elaine Wilson, who were living in a Georgia psychiatric hospital. In a 6-3 vote, the Supreme Court said a state may not discriminate against psychiatric patients by keeping them in hospitals instead of community homes.

The court said the Americans with Disabilities Act may require that states provide treatment in community-based programs rather than in a segregated setting.

Bush's executive order also directs those agencies to explore how to increase community-based services for people with disabilities.

"The Olmstead executive order will increase freedom for people with disabilities," Bush said. "Americans must have the opportunity to live independently, work productively and participate fully in community life." This includes allowing many people with disabilities to buy their own homes, he said.

DoD honors outstanding disabled workers

By Rudi Williams

American Forces Press Service

BETHESDA, Md. — Eighteen employees with disabilities were presented secretary of defense certificates of recognition during the 21st annual DoD Disability Awards Ceremony and the 14th annual DoD Disability Forum here at the Hyatt Regency Hotel on Dec. 11.

Three DoD components received secretary of defense trophies for making outstanding progress for persons with disabilities. The Air Force garnered the trophy for the best military department. The Defense Logistics Agency received the trophy for the best mid-size component. The best small component trophy went to the Defense Security Service. The trophies are brass cups that travel annually from one winner to the next.

The honorees were selected by their organizations from among thousands of defense employees worldwide. As of June 30, 2001, DoD employed 6,474 persons with severe disabilities, which is 1.09 percent of a civilian workforce of 593,277, excluding National Guard and Reserve technicians.

Noting that DoD employs more disabled people than most other federal agencies, DoD's undersecretary for personnel and readiness, David Chu, said, "I know we can do better than that."

And, he added, the secretary of defense intends to double employment of those with severe disabilities.

DoD plans to hire 32,000 persons with disabilities, with emphasis on those with severe disabilities, over the next five years, officials said.

The Census Bureau reports that almost 57 percent of people with severe disabilities don't have jobs. Many of them want to work and could work, but they don't seek employment.

"They're too discouraged to try, and that's a great waste of talent," Chu said.

DoD buys whatever assistive technology its employees need. The DoD Computer/Electronics Accommodations Program puts customers first, cuts red tape and empowers employees, Chu said.

"We've purchased over 25,000 (technological) accommodations and expanded the program to all agencies," he noted. "And we're now providing service to 45 partner

agencies in addition to DoD activities around the world." Chu said he hopes the men and women being awarded will inspire managers and supervisors throughout DoD "to take another look at the potential for those who are classified as disabled and investigate how they can be integrated into the workforce."

Craig B. Luigart, the ceremony's keynote speaker, said a new law -- Section 508 of the Rehabilitation Act of 1973, which became law on June 21, 2001 -- requires all federal agencies to use electronic information systems that are accessible to persons with disabilities.

The law ensures that individuals with disabilities have access to federal information, including government Web sites. This means that screen readers and electronic products, such as computer software, hardware, copy machines, and fax machines, must be accessible and usable by the disabled community.

"What this means is that a blind person will be able to open up a government Web site and be able to read all portions of it," said Luigart, a wheelchair-bound former Navy aviator, ranked squash player, national ski patroller and University of Louisville swimmer.

He explained he has trouble using copy machines because he can't see the instructions or the numbers on the electronic keypad.

"I believe that soon all people, rich or poor, able-bodied or disabled, will be able to access the wonders of this age to learn to improve their lives," said Luigart, the Department of Education's chief information officer. "I believe that technology can compensate for our handicaps — financial, mental, physical and more — so that the playing field is leveled in ways never before imagined. We'll all have a chance to contribute."

Judith C. Gilliom, DoD's disability program manager, said she believes opportunities are better for people in the Department of Defense today than they've ever been. Gilliom works for the Office of the Deputy Assistant Secretary of Defense for Equal Opportunity.

"We're celebrating success, inclusion, empowerment — the things that make people with disabilities today part of the mainstream," she said.

"I believe that soon all people, rich or poor, able-bodied or disabled, will be able to access the wonders of this age to learn to improve their lives."

-- Craig B. Luigart, the Department of Education's chief information officer.

The winners are:

- Jolanda L. Allen, National Imagery and Mapping Agency;
- Patrick W. Birello, Department of Defense Education Activity;
- Robert D. Brackin, Defense Commissary Agency;
- Stanley W. Brown, Defense Intelligence Agency;
- Robert W. Bush, Defense Logistics Agency;
- Sheila M. Noel, Department of the Air Force;
- Emily A. Fryckman, Defense Contract Audit Agency;
- Robert M. Hettiger, Defense Finance and Accounting Service;
- Tammy J. Johnson, Defense Contract Management Agency;
- Roosevelt A. McCoy, Uniformed Services University of the Health Sciences;
- Linda L. Politz, Army and Air Force Exchange Service;
- Patrya D. Richardson, Office of the Inspector General;
- David Rosenbaum, Department of the Navy;
- Gail S. Sweet, Defense Information Systems Agency;
- Vicki L. Thomas, Department of the Army;
- Marilyn L. Werner, Defense Security Service;
- Edward A. Weiss, Defense Threat Reduction Agency; and
- Cynthia K. Worley, Office of the Secretary of Defense/Washington Headquarters Services.

DEOMI expands role with PME institutions

By CMDR Mike Wilcox

Deputy Director, External Training

During the summer of 2001, the Defense Equal Opportunity Management Institute's (DEOMI) External Training Directorate opened new avenues with Department of Defense (DoD) Professional Military Education (PME) institutions.

The first initiative was a cooperative educational venture at the U.S. Army War College, Carlisle Barracks, Pa. The second initiative involved the U.S. Air Force's Kisling NCO Academy, located near Ramstein, Germany.

These initiatives broadened PME development efforts at Military Service Colleges and Service Senior Enlisted Academies which, as with other mobile training seminars, are scheduled on an "as requested" basis.

DoD Directive 1350.2 charters DEOMI to pursue such training efforts by providing assistance or consultation services, and in developing curricula and educational materials for EO, EEO, and human relations education. DEOMI's first contact with the U.S. Army War College occurred in 1998 as an exploratory undertaking with faculty and staff. The DEOMI team presented portions of the Senior Leader Equal Opportunity Seminar to demonstrate focus and presentation technique.

A second consulting visit occurred in December 2000 and resulted in the War College developing an elective course entitled *Human Relations for Strategic Leadership*. The elective consisted of EO lessons focused on senior leadership and an additional day or more for an EO-focused independent student research project.

EO lessons covered basic topics such as socialization and communicating across differences, but also explored organizational issues like institutional discrimination, system focus versus victim focus, and leveraging diversity.

In May 2001, 37 War College students attended the first course. Based on positive student feedback and support, the War College anticipates offering this elective on a yearly basis. In August 2001, DEOMI instructors traveled to the U.S. Air Force's Kisling NCO Academy. The primary training objective was to improve Kisling's EO curriculum.



U.S. Naval Academy photo

Small unit and peer leadership building is an integral part of the Naval Academy experience. Pictured, the Squad Combat Course, administered during plebe summer, is an exercise focused on exactly those skills.

The mobile training team first placed academy instructors in a student role by involving them in a staff EO seminar. After completing seminar lessons, the DEOMI team and Kisling instructors reviewed the timeliness of Kisling's EO curriculum and discussed the impact of factors such as instructor demographics. Kisling was not the first senior enlisted academy visited by DEOMI.

Since 1995, the Navy Senior Enlisted Academy has consistently employed DEOMI mobile training services. Early training explored a broad range of EO topics. However, recent training has tailored the educational focus to a presentation on extremism, now incorporated into the class agenda.

Other DEOMI Service PME involvement has included instruction at Military Service Academies. Each year since 1994, DEOMI teams have trained cadets during the last week of the academic year at the

U.S. Military Academy, Westpoint, N.Y.

Seminars cover an orientation of the intra-personal, interpersonal, and organizational aspects of EO, as well as providing the cadets basic facilitation techniques. These cadets form the core contact group for the upcoming academic year.

DEOMI participated in a similar program with members of the Human Education Resource Officer (HERO) team at the U.S. Naval Academy, Annapolis, Md. Considered the most respected class members, HERO team volunteers serve as points of contact for a variety of human relations and ethics issues. As long as there is a need, DEOMI plans to continue to cultivate training relationships with Service PME institutions.

For more information, visit the DEOMI web site at <https://www.patrick.af.mil/deomi/deomi.htm> or contact the Directorate of External Training at DSN 854/ (321) 494-5979.

Research

MEOCS updates provide new tools for customers

By Capt. Todd Kustra
Directorate of Research

New initiatives are preparing the way for the next generation of survey program improvements for the Military Equal Opportunity Climate Survey (MEOCS).

MEOCS is a group of confidential organizational development surveys focused on issues of readiness through equal opportunity and organizational effectiveness. The Defense Equal Opportunity Management Institute (DEOMI) administers the survey program as an aid to commanders from all Services to improve their equal opportunity and organizational climate.

"The MEOCS program must continue to evolve with the needs of our customers to provide the most responsive and accurate assessment capability possible," says LCDR David McKay, chief of Research Development.

And evolve it will. Hardware and software improvements are being made so greater numbers of client organizations can be processed without sacrificing fast service. A more substantial web presence is under development to provide new tools, support, briefing shells, common solutions,

and online request forms.

Also scheduled to be fielded this year are three new surveys to replace the popular LITE, Standard, and EEO versions. These new versions will be shorter, more neutral in tone, and have more explanation and instruction than prior versions. According to McKay, "These surveys are an attempt to incorporate changes championed by our users without sacrificing the high standards of reliability and validity MEOCS is known for."

Each new survey consists of a standard group of core questions designed to evaluate unit-level EO climate and organizational effectiveness. In addition to the core areas, each survey version will specialize in a particular area. These areas include evaluation of the effectiveness of the EO program, specific EO issues for units with significant civilian populations (i.e. age and disability), and command-wide climate.

According to acting Director of Research Jerry Scarpate, "The MEOCS has always been an ideal tool for commanders who desire to assess the EO and organizational effectiveness of their units. These new initiatives will go a long way to im-

prove a commander's ability to measure the readiness of his or her organization."

The MEOCS was developed in June of 1990 and proved to be a favorite with commanders. During its history, over 7,000 unit commanders have used the survey, resulting in a database of over 1.2 million respondents.

Due to its confidential nature and quick turnaround time, MEOCS' popularity has risen by 30,000 respondents per year for the past three years. "But we're not spending time dwelling on past accomplishments," adds McKay.

In addition to this year's planned upgrades, McKay says, "DEOMI continues to look to the future. We are currently investigating whether there are enough units who will use an Internet-based survey product or a telephone-based call-in capability. In addition, we'd like to provide greater flexibility in our reporting of survey results. Commanders may appreciate an email or CD-ROM based report option."

For more information about MEOCS, select the "Climate Survey" link on the DEOMI web page at <https://www.patrick.af.mil/DEOMI/DEOMI.htm>.



Abell visit

Lt. Col. Thomas Blake (l.) explains the layout of DEOMI's future campus to Charles S. Abell (center), Assistant Secretary of Defense for Force Management Policy, as CAPT Robert D. Watts, DEOMI Commandant, looks on. Abell's Jan. 23 visit to DEOMI was his first as the new chief of Force Management Policy. (Photo by Sgt. 1st Class Derrick Crawford)



A drill instructor supervises her recruits as they train in basic rifle marksmanship, Fort Dix, NJ.

Defense Visual Information Center

DACOWITS boosts recruiting efforts

Initiatives focus on telling success stories of military women at grass-roots level

By Sgt. 1st Class Kathleen T. Rhem
American Forces Press Service

WASHINGTON — Members of the Defense Advisory Committee on Women in the Services pledged last fall to come up with 50 ways to help recruiting efforts in their home communities.

They outdid themselves.

The count stands at 73, and some things are “still in the works,” committee chairwoman Vickie McCall said.

“It was like turning on a faucet,” McCall said. “We didn’t give any guidelines. Each of the members decided in their own way what they could do to be most effective.”

McCall is in her second year as head of

the 35-member committee. She said DACOWITS considers recruiting and retention serious issues for the military and wanted to demonstrate that concern.

In the past six months, she said, committee members have spoken in their communities, worked with their local recruiters and written to college deans urging unfettered access for recruiters.

McCall believes these grass-roots outreach efforts are a great way for DACOWITS to “talk about all of the good things that are happening” in the military.

“Sometimes the American public doesn’t see the good-news side of those issues,” she said. “When we read about things that are tragedies or you see negative things in the press, you don’t realize there are great women and men that, every day, put on a uniform and go out to do good things for the American people.”

The main challenge to recruiting women is that they don’t tend to think of military service as a likely career, McCall said.

“The challenge for us comes in making sure women understand that even though they’re only 15 percent of the force, they have a place,” she said.

“They can contribute. That glass ceiling is showing some cracks. We need women to know the military is a great place to start your career.”

DACOWITS was established in 1951 by Secretary of Defense George C. Marshall to advise the secretary on policies and matters relating to women in the military. The committee meets twice a year to discuss current issues facing women in the military services.

For more information on DACOWITS, visit their Internet home page at <http://www.dtic.mil/dacowits/>.

AF expands Native American small business initiative

WASHINGTON (AFP) — The Air Force Small Business Office has more than doubled the number of states participating in its Native American Initiative.

The Air Force, working with the National Center for American Indian Enterprise Development, recently signed a memorandum of understanding increasing participation in Air Force contract awards by tribal enterprises and small American Indian/Alaskan Native businesses.

The initiative began in 1998 with Montana and Wyoming Native American firms agreeing to promote business opportunities. It has now expanded to include California, Florida, Oklahoma, Texas and Washington state.

"The expansion of the initiative is evidence of our sustaining commitment to the success of the Native American community and Air Force mission," said Anthony J. DeLuca, director of Air Force Small Business.

"This is a logical follow-on to the ef-

"The initiative provides great opportunities to use lessons learned to enhance Native American participation in Air Force contracts on a national level. Our aim will be to increase Native American participation by \$100 million nationwide."

-- Anthony J. DeLuca, director of Air Force Small Business

forts we began in the Montana-Wyoming, Northern Plains region," DeLuca said.

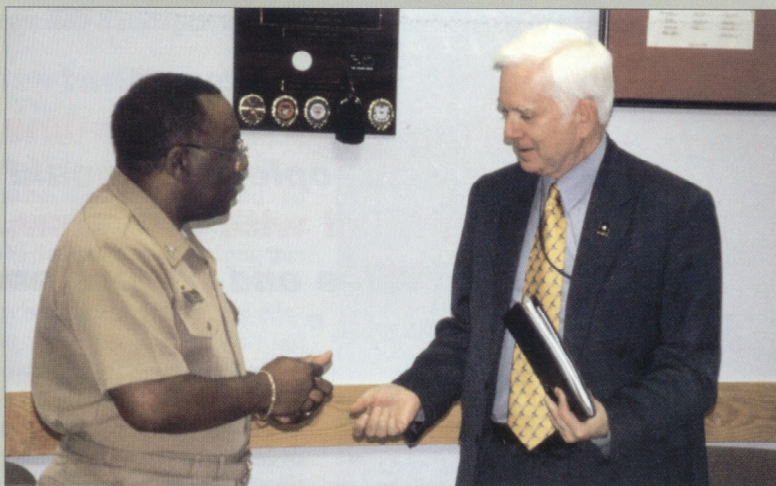
"The initiative provides great opportunities to use lessons learned to enhance Native American participation in Air Force contracts on a national level. Our aim will be to increase Native American participation by \$100 million nationwide."

The expansion is a result of extensive research which will match Native American small business with Air Force contracting opportunities in an effort to achieve the

greatest benefit to the highest concentration of Native Americans, officials said.

"We commend the United States Air Force for accelerating its successful efforts by expanding the Native American initiative," said Ken Robbins, president of the NCAIED.

"We see our public/private partnership as an important step toward the development of healthy American Indian economies and are proud to team with the Air Force."



Army leaders speak with students

(Right) Assistant Secretary of the Army for Manpower and Reserve Affairs Reginald J. Brown answers questions during his visit Nov. 27 with Army students attending the Equal Opportunity Advisor Course. Brown emphasized their importance in implementing the Army's equal opportunity and equal employment opportunity program.

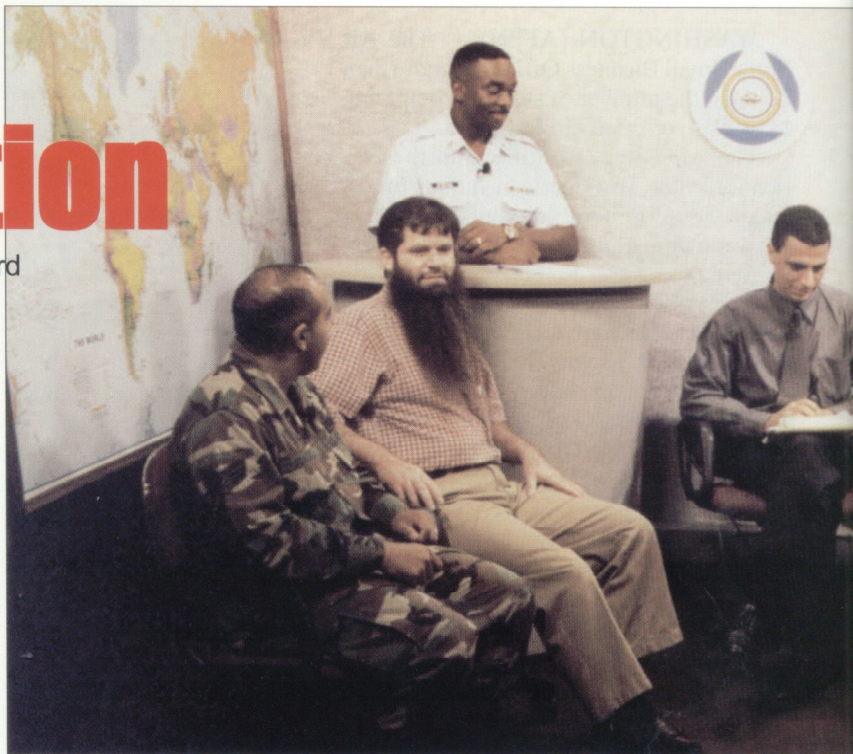
(Above) DEOMI Commandant CAPT Robert D. Watts presents a DEOMI coin to John McLaurin, Deputy Assistant Secretary of the Army for Military Personnel Policy, who also briefed students. (Photos by Sgt. 1st Class Derrick Crawford)



Fighting Discrimination

Story & photos by Sgt. 1st Class Derrick Crawford

In the wake of the Sept. 11th attacks and the increased acts of discrimination against Arab-Americans and Muslims that followed, the Defense Equal Opportunity Management Institute (DEOMI) developed an educational video to raise awareness within DoD.



Panel members chat off camera between shooting of an educational video produced by the Institute. The video is "Arab-Americans and Muslims: Our Neighbors & Comrades-in-Arms."

"We made this video to educate the DoD audience and emphasize a personal aspect of Arab-Americans, Americans of Middle Eastern descent and Muslims," says Navy LT Mary Ann Leslie, chief of curriculum design at the Joint-Services school.

DEOMI trains all equal opportunity and equal employment opportunity (EO/EEO) professionals responsible for implementing and monitoring DoD's human relations programs.

Trainers hope the 30-minute video, titled "Arab-Americans and Muslims: Our Neighbors & Comrades-in-Arms," will prevent acts of discrimination from happening in DoD.

The video will be provided to EO/EEO practitioners to use as a tool to train military and civilian personnel in their organizations.

Additionally, DEOMI will arm EO/EEO advisors with a Q&A slide presentation, "Neighbors-FAQs," meant to complement the video.

"As DoD's agent for equal opportunity and equal employment opportunity, it's important that we provide education and training material to our practitioners that they can use to effectively supplement their training programs," says DEOMI Commandant, Navy CAPT Robert D. Watts. "It is a preventive measure."

The video features interviews and frank discussions with military members as well as civilians from the academic and religious communities.

They share their thoughts on a wide range of issues while dispelling common stereotypes, giving insight into what it means to practice Islam, and who exactly are the people

"I think this video shows that Arab-Americans and Muslims are a diverse people and should not be identified with terrorism. We have to value and understand all people."

-- CAPT Robert D. Watts, DEOMI Commandant

known as Arabs and Middle Easterners.

"I think this video shows that Arab-Americans and Muslims are a diverse people and should not be identified with terrorism," says Watts.

"We have to understand and value all people. We make assumptions because we work out of ignorance."

Although there have been no reports of any incidents within its ranks, the cause for concern in DoD is a real one. Ameri-

cans of Arab, Southwest Asian or Middle Eastern descent continue to draw the suspicious eye of a wary U.S. public who associate them with terrorism, says Air Force Senior Airman Mohammad Shahbaz Schultz, who shares a similar story in the video (See story on Page 17).

The estimated 10,000 to 20,000 servicemembers who are Muslim and countless others of Arab, Middle Eastern or Southwest Asian descent face a similar dilemma as their civil-

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Defense Equal Opportunity Management

ian counterparts.

"(When not in uniform off base) I am looked at as if I'm 'one of them,'" says Schultz, a finance clerk assigned to Patrick Air Force Base, Fla.

"I do not know how long this treatment will be going on, but maybe this video will help educate those people who do not know much of Arab-Americans and Muslims."

Initially, DEOMI is providing the video only as requested, says Watts, as a way to determine how great a demand exists in the field.

He doesn't want the video to be just another "command-driven" lesson that gets put away on a shelf.

Advisors can obtain video request forms and also download the slide presentation at DEOMI's internet site (<https://www.patrick.af.mil/deomi.deomi.htm>).



Photo by Sgt. 1st Class Derrick Crawford

Air Force Maj. Mohammed A. "Mo" Khan Jr., of Patrick Air Force Base, Fla., and his family has received crank phone calls following the Sept. 11 terrorist attacks.

Service members feel sting of discrimination

Sgt. 1st Class Derrick Crawford
Reflections Editor

Framed by "Volunteer of the Year" awards, his children's soccer photos and pictures of past-days' glory as a collegiate football player, this Air Force officer fits the typical "All-American" image with his closely cropped hair and chiseled face.

Unfortunately, like so many other Americans of Middle Eastern descent, Maj. Mohammed A. "Mo" Khan Jr., of Patrick Air Force Base, Fla., has found that since the Sept. 11th terrorist attacks some people see him as anything but American. He and his family have received harassing phone calls at their home from anonymous callers, simply because of their name.

"It's very easy for someone to pick up a telephone book and look in there and pick someone's name that sounds Middle Eastern," says Khan, a native of Ronceverte, W.Va., whose father immigrated from Pakistan in the 1940's,

and later met and married his mother, who is from West Virginia. Khan is Chief of the Standardization and Evaluation Division, 45th Operations Group at Cape Canaveral Air Force Station, Fla.

It's something that he is reticent to admit, but Khan has come to expect the worst when a tragic incident is linked to "terrorists." He can remember the bigoted remarks of neighbors during the 1979 Iranian hostage crisis, crank calls during Operations Desert Shield and Desert Storm in 1991, and more calls after the Oklahoma bombing in 1995.

"That's unfortunate, and yet it is an accepted fact in our household that there are people out there who just don't know enough about situations as they arise. And, they will act irrationally," says Khan, whose first reaction upon hearing news of the Sept. 11th attack was to call his wife of 11 years, warning her not to answer the phone.

Over the years, Khan says the threatening phone calls and fear of physical

Cover Story

harm has even caused his wife to consider changing the name of their eldest son, who shares his dad's name. "It's unfortunate that incidents like this, as tragic as they may be, drive America citizens ... to the point where we are considering changing our children's or our own names to protect ourselves from adverse reactions such as the bigotry and ignorance that exists (in society)," says Khan.

Senior Airman Mohammad Shahbaz Schultz, a finance clerk in the 45th Comptroller Squadron at Patrick Air Force Base, has also felt the sting of discrimination since the terrorist attacks.

Whereas his last name doesn't attract attention from crank callers, Schultz does feel increased scrutiny and suspicious looks directed at him because of his appearance. He explained that his German-derived last name is the product of his mother's remarriage to his stepfather, Robert Schultz. His mother is from India and his biological father is from Pakistan.

"Growing up I heard the usual jokes, comments or slurs referencing everything from camels, turbans and dots on the forehead ... None of it ever really bothered me, so I just ignored it" says Schultz, a native of Kansas City, Mo., who joined the Air Force in 1998. "I have never really experienced serious discrimination or harassment until after the attacks on September 11th.

"A few days after the attacks, I went to (a local grocery store). When I went to check out, not only was I receiving (angry) looks from people, but everybody went to stand in an aisle that already had two to three people in it. I was the only one in my aisle."

Because Schultz and his wife have no children, he says his immediate family has not been effected greatly by recent discrimination. But his younger brother Mohammad, a high school student in Orlando, was pulled out of school for several days after receiving threats.

Although neither Khan nor Schultz has experienced any ill will at work or while in uniform, it's a dilemma they face with other men and women of Arab, Middle Eastern or Southwest Asian descent serving in the U.S. Armed Forces. Another concern is for the estimated 10,000 to 20,000 service



Senior Airman Mohammad Shahbaz Schultz, a finance clerk at Patrick Air Force Base, Fla., tells his story in a video produced to increase awareness of Arab-Americans and Muslims in the Department of Defense. (Photo by Sgt. 1st Class Derrick Crawford)

"I have never really experienced serious discrimination or harassment until after the attacks on September 11th."

-- Senior Airman Mohammad Shahbaz Schultz, video participant

members who are Muslims.

"I have not had any problems whatsoever within the Armed Forces in my relationships with my fellow troops and warriors — and that I rely on heavily," says Khan, whose younger brother serves in the U.S. Army and is a veteran of Desert Storm.

"Plus, the fact that many of our families live in secure areas, live in the (military) base environment, that is reassuring to me as well."

Still, concern is warranted after news reports of discriminatory acts, even violence, towards Americans simply because of their physical appearance or religious practices show the continued need for greater awareness.

To help foster a better understanding of Arab-Americans and Muslims, both Khan and Schultz will lend their stories to an educational, antidiscrimination video being produced here by the Defense Equal Opportunity Management Institute (DEOMI).

DEOMI is responsible for training all military and civilian equal opportunity and equal employment opportunity advisors for the Department of Defense (DoD) and the Coast Guard. These advisors will use the tape as another tool to train their respective organizations and help avoid such acts of discrimination.

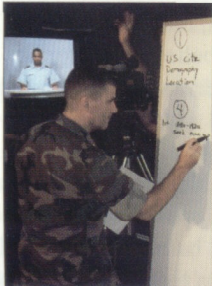
DoD has a policy of zero tolerance for any form of discriminatory treatment. Service members who violate this policy are subject to action under the Uniform Code of Military Justice, and civilian employees are subject to administrative and disciplinary actions as well.

"I know there are other troops of all heritage, enlisted and officer, that have concerns for their families and themselves," says Khan.

"I hope this video lets them know that they are not alone and that our Armed Forces are exclusive in warfighting capability, not in opportunity. 'United we stand' are not just words, they codify a military and nation's unified spirit."

Lights, camera ...

Action



(Left) Maj. Charles Norfleet, DEOMI trainer, prepares a copy board.
(Above) Master Sgt. (select) Robert Miller (l.), chief of media services, wires Sgt. 1st Class Robert Gordon for sound.

(Top) Rob Massingale, DEOMI video production specialist, prepares to film an interview in the studio.

(Above) DEOMI trainers, (l. to r.) Lt. Juan Mercado, Gordon, Maj. Darold Boswell, LT Mary Ann Leslie, and Sgt. Maj. Richard Mathias, go over notes for a Q&A segment.

DEOMI staff hits mark with making of video

Military planning and video production don't seem to have much in common, but they came together in the making of the educational video "Arab-Americans and Muslims: Our Neighbors & Comrades-in-Arms."

What started with a no-holds-barred brainstorming session, resulted in a fine-tuned 30-minute video that hits the mark. There were many great ideas but due to time constraints and technical limitations, the team was forced to narrow its vision to three

segments that made the final cut.

"Having never produced a video of this nature before," says LT Mary Ann Leslie, video project officer, "there was a steep learning curve. Mistakes were made and lessons learned."

The biggest challenge was coordinating all of the 'moving parts' — people — from the technology folks to the curriculum design folks to the volunteers who appeared in the video, she says. Faced with what seemed like an insurmountable task,

over 25 DEOMI staff members joined efforts to make the video a reality. Like military planners, they divided and conquered.

"We broke the overall project into three subgroups allowing for several initiatives to progress at the same time," she says. "Despite the challenges, I appreciated the commitment and professionalism shown by the DEOMI staff members and those who volunteered to be in the video."

Two months and several edits later, it's a wrap!

Knowing Islam

Religion is the fastest growing in America, U.S. Military

By Jim Garamone

American Forces Press Service

WASHINGTON — “Islam is peace,” President Bush said. And the United States is not against the religion of Islam, he stresses, but those who pervert the religion to support terrorism and mass murder.

Muslims, those who believe in Islam, are everywhere in the United States. They may be your doctor or drive your taxi. They may serve you in restaurants or advise you in law. And they increasingly may be in the same defensive fighting position, manning the same position or working on the same aircraft as you.

Islam is the second-largest religion in the world, counting more than 1.3 billion believers. Americans have the misconception that all Muslims are Arabs and that all Arabs are Muslims.

In fact, less than 20 percent of the Muslims in the world are Arab, and all Arab countries have populations that believe in other religions. The nation with the world’s largest Islamic population is Indonesia — 88 percent of its 280 million people are Muslims.

In the United States, Islam is the fastest growing religion, a trend fueled mostly by immigration. There are 5 million to 7 million Muslims in the United States. They make up between 10,000 and 20,000 members of the American military.

Army Chaplain (Capt.) Abdul-Rasheed Muhammad is a Muslim Imam stationed at Walter Reed Army Medical Center in Washington. In his chaplaincy, he ministers to all faiths.

Imam Muhammad said Muslims all



Photo by Sgt. 1st Class Derrick Crawford

An Imam leads members of a local Mosque in worship. There are 5 million to 7 million Muslims in the United States. They make up between 10,000 and 20,000 members of the American military.

believe in the Five Pillars of the Faith. “The foundation of the faith, or Shahada, is the testimony in the belief in one God and that Muhammad is the messenger of God,” he said.

Another of the pillars is prayer. Muslims pray to Allah five times a day, at dawn, midday, afternoon, evening and night. Wherever they are, they bow in the direction of Mecca, the Saudi Arabian city where Muhammad was born, for their prayers.

Charity is another pillar, Imam Muhammad said. “One gives a minimum of 2.5 percent of their wealth to the Islamic community yearly,” he said.

Another requirement is fasting during the month of Ramadan each year.

Finally, Muslims are expected, if possible, to make a pilgrimage to Mecca once in a lifetime. This is the Hajj to the Grand Mosque.

In addition to prayer, requirements of Islam include not eating pork and not consuming alcohol. Muslims gather at mosques for religious services, called Jumah, on Fridays just after mid-noon. Like many other religions, men typically do not mix with women during worship.

Muslim women wear the headscarf, or hijab, and all Muslims must dress modestly. Men may wear a head covering

called a kufi, but it is not a requirement of the faith. The chaplain said one of the obstacles for Muslim women serving in the U.S. military is that commanders may authorize them to wear the hijab or not. “Some do, some don’t,” he said.

Muslims accept vast portions of the Bible and accept many Judeo-Christian teachings. Islam sees Jesus Christ as a very holy man, but not the Son of God. But Muslims believe the Prophet Muhammad received the revealed word of God — and that is Islam’s holy book, the Koran.

Like the Bible, the Koran is open to interpretation, up to a point. “Those terrorists must be reading a completely different Koran than the rest of us,” said Marine Corps Capt. Aisha Bakkar-Poe. Bakkar-Poe is from Kentucky. Her father comes from Syria and her mother from the States.

She said her co-workers have been asking her about Islam since the attacks in New York and Washington. “The question I get most often is, ‘Who is this Allah guy?’” she said. “And how could these fanatics make these attacks?”

“I try to answer their questions and explain that Islam does not believe in killing innocent men, women and children.”

Features

International Training Program

DEOMI increases EO awareness worldwide

By Maj. Jay C. Steinke

Directorate of External Training

Since 1971, the Defense Equal Opportunity Management Institute (DEOMI) has trained U.S. military and civilian personnel with the primary responsibility for administering equal opportunity programs. The Department of Defense Institute has established such a reputation for excellence in this area that, since 1993, other governments have begun taking advantage of this expertise under DEOMI's International Student program.

This DEOMI program, overseen by the Air Force Security Assistance and Training (AFSAT) center, is fully funded by the International Military Education and Training (IMET) program at no cost to DEOMI.

Since the program's inception, DEOMI has trained officers and noncommissioned officers from Russia, the Solomon Islands, Trinidad/Tobago, Canada, South Korea, and the Republic of South Africa (RSA). These efforts fully support the current U.S. foreign policy.

Congress has advocated the use of military training programs to increase the awareness by international students of the basic issues associated with internationally recognized human rights.

DEOMI's International Student program supports this endeavor and the IMET traditional purpose to "expose international students to the U.S. professional military establishment and the American way of life, including U.S. regard for democratic values, respect for individuals and human rights, and belief in the rule of law."

The International Student program primarily uses two main approaches to project DEOMI's training methodology and expertise to other nations. The first involves hosting international students to attend the 15-week resident Equal Opportunity Advisor Course (EOAC)



training. Another venue is the resident Equal Opportunity Program Manager Course (EOPMC).

As recently as 1998, six Canadian Army students completed the EOPMC, which focuses on officers who supervise unit equal opportunity programs.

The second approach involves DEOMI's mobile training team (MTT) instructors taking its training to other countries, primarily to South Africa. Each of these courses, the EOAC (for prospective practitioners), the EOPMC (for EO program managers), and the exportable MTT seminars (for senior leaders), enhance the U.S. defense relationship with foreign nations and advance foreign policy objectives by ensuring wider exposure to American democratic values.

One of DEOMI's largest international customers is the South African National Defence Force (SANDF). The Institute's strong relationship with South Africa has historically significant roots, dating back to 1992, when former South African President Nelson Mandela met with leaders in Washington D. C. to identify means by which South Africa could be assisted during its transformation process.

As a result of this and other related conferences, it was determined that DEOMI could provide South Africa with some of the necessary tools needed in undergoing significant cultural and

political change.

Building a partnership with DEOMI, the RSA's involvement began in December 1994, when the first six RSA students attended the EOAC. Initially, students were primarily from the South African Police Service (SAPS). However, the program has expanded to include members from each of the SANDF Armed Forces.

The SANDF students receive essentially the same training as U.S. military Equal Opportunity Advisors (EOAs) on a variety of intrapersonal and human relations topics.

To date, DEOMI has trained a total of 76 South Africans representing police, soldiers, sailors, airmen, Department of Defense (DoD) civilians, and South Africa Medical Service (SAMS) personnel.

The SANDF's long-term desire is to have DEOMI conduct two MTT visits per year for the next 10 years and continue to send 12 to 18 students per year to the EOAC at DEOMI.

In keeping our commitment to this powerful liaison, DEOMI has scheduled future training in South Africa and intends to receive South African students for continued training at DEOMI. Together, and separately, we intend to build better human relations environments for both our peoples as we fight racism and discrimination and strive for equal opportunity for all.

Features

Powwow

Cultural event educates people about American Indians

By Rudi Williams

American Forces Press Service

"American Indians are very patriotic people," Southern Cheyenne Indian Mel Whitebird told attendees at the second annual Veteran's Powwow, here.

"When you come to Powwows and are around American Indian people, you'll realize that the highest honor that can be obtained within our society is that of a warrior," said Whitebird, who served as master of ceremonies for the two-day event. "Our modern day warriors are our veterans and we take time to honor them."

Marching and dancing to thundering drumbeats and "vocables," the grand entry ceremony was led by a five-man Vietnam Era Veteran's Intertribal Association color guard of the Washington Metro Chapter.

The Powwow started with a veteran's dance, Whitebird said. Veterans entered the circle to be honored. In addition, family members of active duty military people or veterans were also invited to join the dance.

The powwow was part of Bolling's celebration of American Indian Heritage

Month. "Setting aside a month to observe our heritage and culture is important in helping the average American remember their history — the true part of their history," said Lucinda Lazaro of the Long Hair Cherokee clan from Goodwater, Ala. "History has been distorted over the years. Events like this allow the public to come out and become aware of us and truly learn what we're all about and what we're like."

Representatives from several tribes from across the country participated in the Powwow. Decked out in colorful feathered regalia they shared their songs and dances to the rhythm of thundering drumbeats.

Powwows are Native American people's way of meeting together to join in dancing, singing, visiting, renewing old friendships and making new ones.

Lazaro played a major role is getting the Bolling commander to approve holding a Powwow on the base last year. The special emphasis program manager for American Indian and Alaska Native Committee for the National Capital Region, she pointed out that the Powwow at Bolling was also about awareness

A Powwow participant holds an American flag during the singing of the American Indian veteran's song. (Photo by Rudi Williams)

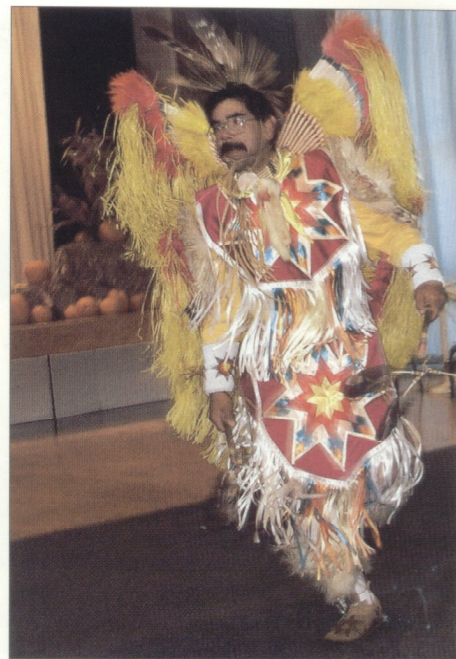


Photo by Rudi Williams

Ojibwa Indian Jay Hill, a member of the Six Nations Council, performs the fancy dance at Bolling Air Force Base's Veteran's Powwow. Hill was also the event arena director.

because, for example, most people are not aware that there was an indigenous Indian tribe, the Nacotchtanks tribe, living along the Anacostia River.

Lazaro said it's important for people know about such things and respect American Indians. "A lot of people make comments about American Indians and stereotype us like those portrayed in the movies and on television," she said. "That's not what we're about at all."

A computer search by the Defense Manpower Data Center shows that there are 6,561 American Indians, Aleuts and Alaska Natives in the DoD civilian work force nationwide.

There are 11,926 American Indians on active military duty as of August 2001: Army, 2,825; Navy, 6,440; Marine Corps, 1,137; Air Force, 1,524.

In the reserve components, the total was 5,881 — 1,632 in the Army National Guard, 1,208 in the Army Reserve, 1,522 in the Air National Guard, 462 in the Air Force Reserve, 151 in the Marine Corps Reserve and 906 in the Navy Reserve.

"We would like for people to realize that we're not people to be afraid of; we're just everyday people who want to be respected," Lazaro said.

Navy captain steers DEOMI towards future

By Sgt. 1st Class Derrick Crawford
Reflections Editor

As a former Navy helicopter pilot, CAPT Robert D. Watts is accustomed to flying above rough seas.

"As a helicopter pilot, you're working different controls at the same time. You're taking a machine that inherently does not want to fly and you keep it airborne," he said. "You have to really focus on more than one thing at the same time to achieve your mission."

It's a skill that makes him a good fit as the Commandant of the Defense Equal Opportunity Management Institute (DEOMI), the joint-service school responsible for all equal opportunity training, education, and research within the Department of Defense (DoD) and the U.S. Coast Guard.

"DEOMI is similar," explains Watts. "We have an Institute that was founded, not because someone woke up one day and said this is what we need to do, but out of turmoil. It was founded because of racial incidents happening in the military."

"You have a number of things going on with all the programs we offer, and sometimes we're fighting against forces that don't understand what we bring. So, the support is not always there, and we have to fight through it. So being the Commandant is kind of like flying a helicopter."

Nearly a year at the helm, Watts is sure he made the right decision to forego retirement to take command of the 30-year-old Institute. He is looking to make a difference, in what he believes will be the most challenging, yet rewarding, job of his 28-year military career.

"I've always been impressed with what DEOMI does. So when I was in the process of generating my paperwork for retirement, I found out this job was becoming available," he said. "I saw an opportunity to work what I consider critical 'people issues' to hopefully influence the way DoD approaches these issues. It's kind of like my swan song, where I can see if before I leave the Service I can do one more positive thing."



"We don't have all the answers. We have tools, techniques, and provide training, but it's the leadership that has to come up with the answers to work through these (EO/EEO) issues."

-- CAPT Robert D. Watts, DEOMI Commandant

The native of Brooklyn, N.Y., graduated from the Naval Academy in 1973 and earned his flight wings in 1975. Among his many assignments, he has served as a squadron and wing commander, director of the Navy's Officer Performance Division and its Equal Opportunity Division, flight instructor, and search and rescue pilot.

As DEOMI Commandant, Watts oversees the training of all military equal opportunity and civilian equal employment opportunity advisors for DoD and the U.S. Coast Guard in resident and non-resident courses. In addition, the Institute trains all officers newly appointed to O-7 and senior executive service staff through a senior executive training program.

Watts' foremost task may be communicating the need for a greater involvement of all leaders in their equal opportunity programs during those "good" times so as to avoid the bad.

"That gets to be very difficult. Sometimes we have to impose ourselves in order to make people understand and be more aware of their role in this effort, because DEOMI can't do it itself," he explains. "We don't have all the answers. We have tools, techniques, and provide training, but it's the leadership that has to come up with the answers to work through these issues. We're here to assist and advise them. We help them get closer to the answer by being more proactive than reactive."

The same thought applies to operating DEOMI — it's a job he can't do alone. He said the Institute's 118 staff and faculty members are its strong point.

"They are dedicated, focused professionals who understand the issues as subject matter experts," he said. "They

all give 150 percent, and I'm grateful for that."

Also, he said he couldn't ask for better support from base leaders.

"Patrick Air Force Base is a wonderful place. Brig. Gen. Donald P. Pettit, 45th Space Wing Commander, has been absolutely supportive from day one," said Watts. "It's always easy to go to a base and stay in your own little corner, especially with us being a tenant unit. But all of the commanders here have contacted me and gone out of their way to let me know who they are and how they support us. That's really refreshing."

Being in sunny Florida has also helped ease the transition for Watts and wife Karen, who have a son, Ajene, attending the University of the District of Columbia, and a daughter, Kisha, at Williams College in Williamstown, Mass. The Watts are enjoying what he calls "researching" the area and learning more about things to do in the surrounding communities.

"The really positive thing is that, every time we put our hand out, there's someone there to grab it. There is not a shortage of people in the community who want to help us. We're very appreciative of that," said Watts, who hopes to finally unpack his fishing gear and put it to use.

However, he has already marked one local pastime off his list — swimming in the Atlantic Ocean. He is content to enjoy the picturesque ocean scenery from the sands of local beaches.

"I don't mind being on the water," he said with laugh. "I've been in the Navy for 28 years and I've done a number of deployments. I've never gotten in the water, and I don't plan on getting in."



U.S. Air Force photo by Tech. Sgt. Cary Humphries
Pilot Lt. Erin Markwith assigned to the 17th Airlift Squadron at Charleston Air Force Base, S.C., flies the first C-17A Globemaster III across Southern Africa bound for Huidspuit Air Force Base, South Africa during "Operation Atlas Response" March. 5, 2001.

Women enter pilot training 25 years ago

By 2nd Lt. William McCulley
12th Support Group

RANDOLPH AIR FORCE BASE, Texas (AFPN) — A quarter of a century ago, the Air Force opened the doors for women to fly aircraft when the first undergraduate pilot training class to include women began.

Ten women were enrolled in UPT Class 77-08, which started Aug. 22, 1976, and graduated Sept. 2, 1977.

Their participation was part of a test to evaluate the possibility of training and using women to operate aircraft.

All 10 graduated the course and two of the women, Capts. Connie Engle and Mary Donahue, received awards. Engle earned the Air Training Command Commander's Cup and Officer Training Award, while Donahue received the Academic Award, missing only one question on the final exam that included nearly 400 questions.

Their training was conducted at Williams Air Force Base, Ariz. The 10

women were drawn from various career fields, and many of them had previous flying experience. Besides Capts. Engle and Donahue, the other women in Class 77-08 were: Capts. Kathy La Sauce, Susan Rogers and Christine Schott; 1st Lts. Sandra Scott and Victoria Crawford; and 2nd Lts. Mary Livingston, Carol Scherer and Kathleen Rambo.

Their training underwent a high degree of public attention, as well as attention from senior levels of Air Force leadership. Television programs such as NBC's the "Today" show, ABC's "Good Morning America" and several printed publications covered the story of the women pilots in detail. Senior Air Force leaders received regular reports about the women's progress.

As a part of their pilot training, several of the women garnered "famous firsts" for women in Air Force aviation. La Sauce was the first woman to fly in the program and Engle was the first to solo in the T-41 Mescalero and T-37 Tweet

aircraft. Engle was also the first woman to lead a two-ship formation, while Schott was the first to solo in the T-38 Talon.

In 1977, women were allowed into undergraduate navigator training at Mather AFB, Calif.

By 1979, the navigator and pilot test programs ended, and Air Force policy was changed to allow women to enter both programs.

This policy shift touched off a number of changes affecting women in the Air Force. In 1991, Congress passed legislation directing the Department of Defense to lift the ban on women flying in combat aircraft. By 1994, the first female Air Force pilot graduated from F-15E Strike Eagle combat crew training at Luke AFB, Ariz.

Today, women can enroll in Air Force pilot or navigator training and can seek to operate any aircraft for which they are qualified. (Courtesy of Air Education and Training Command)

Exceeding Childhood Dreams

Hispanic American becomes Marine Corps general

By Rudi Williams

American Forces Press Service

WASHINGTON — Michael J.

Aguilar was in the seventh grade when he decided he wanted to be a military pilot and fly combat missions. Only part of his youthful plan came true.

He became a pilot, but never flew a combat mission. However, Aguilar accomplished something far beyond his wildest youthful dreams. He became a brigadier general in the Marine Corps, one of three Hispanic Americans to reach that rank in the corps' history. Aguilar is deputy commander, U.S. Marine Forces South in Miami and commanding general of Fleet Marine Forces South.

A graduate of Serra Catholic High School in Gardena, Calif., Aguilar said he transferred there from public school. He felt Serra offered a better education — the kind he needed to become a military pilot.

Aguilar was a member of the Marine Corps platoon leaders' class while attending Long Beach State College and the Officers' Candidate School program. After being commissioned a second lieutenant in July 1971, he left college, went on active duty and was sent directly to the Naval Air Training Command, Pensacola, Fla., for flight training.

He thought he was fast-tracked to realizing his childhood dreams of being a combat pilot. "That's partly why I left college," Aguilar said.

But that's not how things turned out. "By the time I finished flight training in November 1972, we were no longer sending Marine aviation units to Vietnam," he said.

Aguilar contented himself flying helicopters throughout his career. He's accumulated nearly 4,000 accident-free flight hours in H-1, UH-1E Huey and AH-1J Cobra attack helicopters. He served as officer in charge of a Cobra



Photo by Staff Sgt. Chuck Albrecht, USMC

Marine Corps Brig. Gen. Michael J. Aguilar, deputy commander of Marine Corps Forces, South, in Miami presents Maurice Harrell of Fort Lauderdale, Fla., a plaque honoring him as one of Broward County's outstanding JROTC cadets. Harrell went through recruit training at Parris Island, S.C., that summer.

"It's not so important what you do, just as long as you take the time to recognize the contributions made past and present by our Hispanic service members."

-- Brig. Gen. Michael J. Aguilar, deputy commander of Marine Corps Forces, South, in Miami

detachment and has held a variety of jobs at aviation squadron, group, and wing levels.

Still clinging to his childhood dream, Aguilar jumped at the chance to fly combat missions in the desert when Iraq

invaded Kuwait on Aug. 2, 1990. He immediately volunteered to join Marine Aircraft Group 70, the 7th Marine Expeditionary Brigade's aviation combat element.

"We were the first Marine unit to fly

People

into Saudi," he said. "But I didn't fly any combat missions."

During Operations Desert Shield and Desert Storm, he was executive officer of Marine Aircraft Group 16 operating out of Al Jubayl, Saudi Arabia, and later up north near Kuwait.

After the war, Aguilar returned to the 3rd Marine Aircraft Wing at Camp Pendleton, Calif., and assumed command of Marine Light Attack Helicopter Squadron 267. He later served as the Marine Aircraft Group 39 executive officer.

In August 1993, he attended the Naval War College and was promoted to colonel that October. In July 1994, Aguilar returned to MAG 39 as executive officer and later became group commander. His next assignment was as the senior military assistant to the undersecretary of defense for policy at the Pentagon.

After being promoted to brigadier general, Aguilar became deputy director for operations in the Joint Chiefs of Staff National Military Command Center.

In July 1999, he was assigned as commanding general, Joint Task Force Panama, where he oversaw force protection during the drawdown of U.S. forces and the transfer of property and equipment to the government of Panama. That December, he became deputy commander, U.S. Marine Corps Forces South, Miami, and commander of Fleet Marine Forces South.

The Marine Corps' third Hispanic American general said setting aside a month to observe his heritage and culture is "a great opportunity to celebrate the diversity of this great country of ours. It's also a chance to highlight the unique and rich contributions the Hispanic community makes to our country."

However, he said, the types of activities held on military installations and ships at sea to highlight Hispanic American contributions should be left to the local commander "because of the unique circumstances of each installation and ship."

"It's not so important what you do, just as long as you take the time to recognize the contributions made past and present by our Hispanic service members," Aguilar said.

His advice to young Hispanic Ameri-



Brig. Gen. Michael J. Aguilar is the third Hispanic American to reach the rank of general in Marine Corps history.

cans who want to succeed in the military and life as a whole, is a resounding "stay in school!"

"My biggest concern with the Hispanic community is our poor record in education," he said. "We make a lot of news about the future size of the Hispanic community. I wish we, as a group,

"My grandfather fought with Zapata's army (Emiliano Zapata, 1879-1919, Mexican revolutionary leader and agrarian reformer)."

would make as much news about our educational achievements."

Aguilar pointed out that the Hispanic community has the lowest high school and college graduation rate of all groups in the nation.

"This is not a record we should be proud of, and it's one that needs all of our attention," said Aguilar, who went on to finish college while in the Marines and today holds a bachelor's degree in business administration and a master's in strategic studies and national security affairs. "I don't want to be part of the largest uneducated group in our country nor should any other Hispanic."

Aguilar doesn't speak much Spanish, but he's attending school to learn the language of his ancestors. "Unfortunately, I'm not fluent in Spanish. I'm not completely ignorant of the language, I'm just not fluent," he said.

"Not learning to speak Spanish was a choice made by my parents," he continued. "They wanted us to be fluent in our native language — English — because we consider ourselves Americans of Hispanic descent."

However, he said, his lack of Spanish language skills has never made him feel "less Hispanic" or less proud of being one.

"The language is an important part of our culture, but it's not all of the culture," he emphasized. "No one could be prouder of his heritage than I am."

"My grandfather fought with Zapata's army (Emiliano Zapata, 1879-1919, Mexican revolutionary leader and agrarian reformer). I cook a mean Mexican meal, love Mexican music and probably know more about Mexican history than most."

The general noted that Hispanic families have a close-knit relationship and strong sense of family support, which runs parallel with the same values the military exposes — loyalty to a group or family and high sense of responsibility toward that group. He said the values he learned as a child are part of the military culture.

His father, Michael Aguilar Sr., died three years ago at age 75. His mother, Celia Aguilar, 75, is semi-retired, but does volunteer work at a local grammar school.

The second oldest of four siblings, Aguilar's older sister, Sylvia, works in the juvenile probation courts in Portland, Ore.

One brother, Gil, is a deputy sheriff with the Los Angeles Sheriff's Department and another, Al, is in the printing business in San Diego.

Aguilar has been a geographical bachelor while in Miami. His wife, Carol, is an elementary school teacher in Vista, Calif., near San Diego.

The couple has two daughters, Lain, 30, and Danielle, 24, and a son, Michael, 26.

Shattering glass ceilings

Black women reaching Army's top enlisted ranks

By Staff Sgt. Marcia Triggs
Army News Service

WASHINGTON — Army demographics reveal that black females are shattering glass ceilings, and obtaining senior positions that were once only held by men.

More than 50 percent of female sergeants major are black even though blacks make up 46 percent of the female enlisted population. Out of 14 female sergeants major in the Military District of Washington (MDW) area, 11 are black.

Enlisted soldiers who attain the distinction of serving as sergeants major are the epitome of success in their chosen field, according to Army personnel officials.

There is no higher grade of rank, except sergeant major of the Army. Sergeants major carry out policies and standards of performance, training, appearance and conduct of enlisted personnel.

They advise and initiate recommendations to their respective commander and staff in matters pertaining to the local noncommissioned officer support channels.

Interviews with five of MDW's 11 black female sergeants major indicated that they were not selected as senior leaders to meet any Army quotas. They were promoted because they put soldiers first, did the "hard jobs" and took advantage of higher education.

"It's sad, but after I made master sergeant I heard that I helped the Army make two quotas because I'm black and female," said Command Sgt. Maj. Barbara Smith, Fort Meade's Headquarters Command Battalion sergeant major.

Smith has been in the Army for 24 years and has served two tours as a first sergeant, one as a drill sergeant and another as the senior enlisted advisor to the Commander in Chief, Pacific



Photo by Staff Sgt. Marcia Triggs

Nine out of 11 black female sergeants major in the MDW area pose for a Washington, D.C., civilian reporter.

Command. During the joint assignment at Pacific Command, Smith was the only female among her peers, and she said in that role she met periodically with the sergeant major of the Army, and his equivalents in the other four military branches.

Smith said that she addresses comments that question her position as a senior leader by saying that she worked hard for all of her promotions.

Anyone who thinks the Army promotes based on quotas is incorrect and needs to learn how the centralized promotion system works, said Sgt. Maj. Brenda McCall, the operations sergeant major for Military District of Washington Ceremonies and Special Events.

"If you look at the records of those who have made it to the top versus those who haven't, you'll see that the people who hold senior positions have more and have done more than those who are not getting promoted," McCall said.

When it comes to promotion, the Army is as fair as fair can be, said McCall, who has served in the Army, mainly with divisions, for 26 years. Promotions are based on performance,

and it's kind of hard to get around that, she added.

The U.S. Department of Labor's definition of a glass ceiling is artificial barriers, based on attitudinal or organizational bias, that prevent women and minorities from advancing within their organization and reaching their full potential.

The barrier that exists for so many in the civilian sector doesn't exist in the Army if a person decides not to sit on laurels, and instead works toward achieving the top, said Sgt. Maj. Rosemary Waters-Lindo, senior Equal Opportunity adviser for MDW.

Waters-Lindo, who has a master's degree in counseling and who is a 25-year Army soldier, said she was able to overcome her biggest challenge in the Army as a sergeant first class stationed in the MDW area by always being one step ahead of her peers.

"During Desert Shield/Desert Storm, I was in charge of 150 Intelligence Reserve officers," Waters-Lindo said. "My boss thought that I didn't have the capacity to know what was going on because I didn't have an intelligence background, but I

People

would come to work hours before everybody else to read and prepare myself for the mission."

For anyone who wants to be a good leader, regardless of gender or ethnicity, Waters-Lindo said, the old Army logo still reigns true. "To gain success, I hate to use the old motto, 'Be All That You Can Be.' However, I'll say be the best that you can be and go beyond what the Army is asking you to do."

Take one step at a time to reach the top, Waters-Lindo said, by setting goals. She said that she started writing down her goals as a private first class.

The Army is full of soldiers who are content with

serving their country, following orders and riding the wave of normalcy. Then there are soldiers like Sgt. Maj. Andrea Marks, who volunteered to be a drill sergeant, went to Master Fitness and Airborne schools, has served as a first sergeant and is one course from completing her master's degree. She was selected as first sergeant after 17 years in the Army.

Marks, 38, the senior enlisted adviser in the Defense Threat Readiness Agency, said she started looking at how she could get ahead of the ballgame from day one. People are where they are in life because of the decisions that they made, she said.

"Coming from London, England, I knew very little about the military when I enlisted," Marks said. "I didn't know what a semester hour was, but while on active duty I've earned my associate's, bachelor's and now I'm working on my master's."

All five of the sergeants majors that volunteered to be interviewed had served as first sergeants. They each had their bachelor's degree, three had their master's and one had a doctorate. However, they all said that it takes more than professional development to rise to the senior ranks. Their jobs are centered on soldiers, the sergeants major said.

"To be a good leader, you

have to care about the soldier and the soldier's family," Marks said. "You have to listen to what the soldier is saying to learn how to do what's best for him or her, and stay out of the been-there, done-that mode."

As sergeants major, they have a greater impact on the lives of soldiers, and now that they've reached the pinnacle, some say their jobs are a lot more challenging.

"We always have to be on guard, making sure that we're taking care of the soldier, because there're soldiers that will test your competency," Waters-Lindo said. "You just have to remain strong in your decisions and lead based on knowledge and not emotion."

Sergeant makes movie to break down ethnic barriers

By Tech. Sgt. Melissa Phillips

90th Space Wing Public Affairs

F.E. WARREN AFB, Wyo.—A sergeant here turned Cheyenne, Wyo., into Hollywood briefly to produce a film about the pain of hate and its ability to paralyze or destroy lives.

Tech. Sgt. Rob Palos, noncommissioned officer in charge of the base's military equal opportunity office, wrote and directed a video late last year called "Adios Amigos," a tale of two Mexican-American boys who allow hate to tear apart their friendship.

That 20-minute video premiered in Cheyenne on Feb. 20 and will now be shown as part of his equal opportunity classes, as well as for local events, such as Cinco de Mayo and Hispanic Awareness Month in September.

"I wrote the story because it celebrates Hispanic heritage and the pursuit of the American dream."

-- Tech. Sgt. Rob Palos, writer and director of the film "Adios Amigos"

Although based in the Mexican-American culture, the story transcends one race or culture. It is about gaining acceptance, Palos said. It is about the desperation that young people encounter trying to "fit in." The story also addresses such contemporary issues as peer pressure, theft and underage drinking.

"I wrote the story because it celebrates Hispanic heritage and the pursuit of the American dream," Palos said. "We're a country of immigrants and every ethnic group has had to struggle for acceptance at one time."

Based in the 1960s and 1970s, the story's two main characters grow up in a town

consumed by racial tension.

The story progresses throughout the boys' teen years to a point in history when the decision to fight in Vietnam plagued the country. Bobby, estranged by a country that never accepted him, believes that Vietnam is not his or any other Latino's fight. He and his friend, Alfredo, part on bad terms over Alfredo's decision to fight for his country.

This is the second film Palos has written and directed here. His first film, "A Sitting Place," was about a fictional conversation between Martin Luther King Jr. and a white racist mayor of a Southern town. At the request of Gen.

Ed Eberhart, the Air Force Space Command commander, "A Sitting Place" was distributed to all AFSPC wing commanders for viewing. Plus, more than 30 military equal opportunity people across the Air Force requested a copy of the film to show to their base audience.

Part of Palos' success is he solicits actors who have encountered racism and are personally motivated to portray positive role models in their society along with the negative stereotypes.

"I involved the community in making the film to tap the local Hispanic talent and especially to expand the young peoples' boundaries exposing them to another positive avenue of expression besides sports or what they're used to in their community," Palos said. (Courtesy of AFSPC News Service)

Service Specific

Who is our Navy? Ranks filled by diverse team

By Lt. Mary Ann Leslie
Navy Service Liaison Officer

The "War on Terrorism" has launched the Navy into the public spotlight. Military operations, especially our deployed carriers and special operations forces, are receiving intense media coverage.

Attention is focused on the number of sorties flown, missiles launched, and bombs dropped. This information answers the question, "What does the Navy do?" But, who is the U.S. Navy?

Comprised of 364,958 men and women, the Navy makes up 26.2 percent of U.S. Active Duty Forces, second only to the Army with 34 percent of the Armed Forces. The Navy team consists of 52,852 officers and 312,106 enlisted members.

We are a diverse team, not only in rank and gender, but also in race and ethnicity. The following represents our demographic composition as of March, 2001, using categories defined by DoD Instruction 1350.2, DoD Military Equal Opportunity Program:

Whites represent 62.9 percent of the Navy force, followed by Blacks at 18.8 percent, Hispanics at 9.3 percent, Asian Americans at 6.3 percent and Native Americans at 1.9 percent.

How does the Navy look compared to the U.S. population? In comparing Navy demographics to those of the U.S. population, data taken from Census Bureau reports show that the Navy reflects a greater diversity.

For most racial and ethnic categories, the Navy shows a greater representation than that of the U.S. population with the only exceptions being Whites and Hispanics.

Results are based on



Photo by Photographer's Mate Airman Kurt Eischen

Hospital Corpsman 3rd Class Antonio Rodriquez from San Jose, Calif., (l.) and Hospital Corpsman Katie Payne, apply a bandage to a "casualty" during a drill aboard USS Blue Ridge (LCC 19).

267,830,836 people who claimed one race during Census 2000. The percentages represent the demographic groups as defined by the Census Bureau.

According to Census Reports, the U.S. population is: 79.1 percent White, 12 percent Black, 3.9 percent Asian, .79 percent American Indian/Alaskan Native, .163 percent Native Hawaiian (other Pacific Islander), and 4 percent Other.

Additionally, the Census data reflects U.S. population composition as 12.5 percent Hispanic and 87.5 percent non-Hispanic.

The Navy's growing diversity is a result of strong leadership and a proactive equal opportunity program.

The Navy trains Equal Opportunity Advisors (EOAs) in ranks E-6 through E-9 and of various ratings. These EOAs serve throughout the fleet ad-

vising their commanders on matters of diversity management to include training, resolving complaints, and motivating interest through heritage observances.

EOAs "take the road less traveled." EOA candidates are screened for strong leadership and management skills, and proven writing and speaking abilities.

He or she must be a self-starter, work well with people, and embody the Navy's Core Values of "Honor, Courage and Commitment."

Not only is the Navy more diverse than the general population now, we are becoming a more diverse organization. Demographic trends have shown increasing minority representation.

Between the years of 1989 and 1999, the Navy experienced a 2.9 percent increase in the number of Blacks from 15.3 to

18.2 percent, a 1.9 percent increase in the number of Asian Americans from 4.2 to 6.1 percent, a 1 percent increase in the number of Native Americans, and a .3 percent rise in the number of sailors declaring Other/Unknown from .5 to .8 percent.

While the accomplishment of the mission is paramount, the Navy depends on its people to make it happen.

Planes can not fly themselves, nor ships and submarines drive themselves. Weapons do not fire themselves. Communications, logistics, and other support systems do not operate themselves.

Sailors are the Navy's most valued resource.

Maintaining the infinite dignity and worth of its men and women is critical to mission accomplishment. Our EOAs and Command Managed Equal Opportunity Program Managers are leading the way.

Book Review

24 Reasons Why African Americans Suffer

By Jimmy Dumas, August 1999

Editorial Reviews

Book Description

Those who work with youth are perplexed about the hip-hop culture's influence on today's African American teens. This book provides an in-depth look at this culture, its values, fashion trends, music, secularity, and view of the future. Implications of hip-hop on academic achievement, family stability, and youth's involvement in the marketplace are explored.

Reviewer: A reader from New York

"I thought this was a great book. I have often wondered why Africans Americans have not done better. This book gives me a greater understanding."

Reviewer: A reader from Indianapolis

"An amazing and sensitive yet realistic approach to changing the direction that African America is on. The thoughts and concepts are so realistic and thought provoking that many of the readers of this book will actually place some of these teachings into practice."

American Patriots

By Gail Buckley, May 22, 2001

From the back cover

"Black Americans have participated in every American war, to the benefit of us all. Despite overt discrimination and crude racism, they produced many heroes and did great deeds. This is a triumphant American success story, from slaves in the Revolutionary War to Colin Powell as the top military man of Desert Storm. Gail Buckley tells it well. She has done the research, done the interviews, read the literature, thought about her subject, and knows how to write, how to engage her reader. A triumph."

—Stephen E. Ambrose, author of *D-Day*

"Gail Buckley has given us a powerful account of a long and shamefully overlooked part of American military history — the heroic efforts of African Americans to serve honorably and courageously in the armed forces when they were subjected to the worst kinds of racism. The full story is at once uplifting and deeply disturbing. We should all be grateful to Gail for bringing us these stories — and to the people about whom she writes for their determined patriotism."

—Tom Brokaw, author of *The Greatest Generation*

Basic Ethics

By Michael Boylan, December 3, 1999

Editorial Reviews

From the back cover

Examines major moral theories from the worldview perspective, teaching readers the major tenets of the principal moral theories, and the controversies that surround them, as well as offering suggestions on choosing and applying an ethical theory. Intuitionism, Virtue Ethics, Utilitarianism, Deontology,

Feminist Ethics, Ethics and Religion. Professional Ethics. How to Choose an Ethical Theory. How to Apply an Ethical Theory. For anyone interested in exploring applied and professional ethics.

Anti-Asian Violence in North America: Asian American and Asian Canadian Reflections on Hate, Healing, and Resistance

By Patricia Wong Hall, May 2001

Editorial Reviews

Book Description

Violent and sometimes fatal acts of racial hatred are drawing increasing attention around the nation. For the first time, voices of Asian Americans and Asian Canadians have been brought together to discuss the multidimensional impact of racial crime in their lives and through their work as attorneys, teachers, community activists, students, or business professionals.

The authors explore the relationship between the physical or verbal acts and issues of ethnic identity, civil rights of immigrants, Internet racism, sexual violence, language and violence, institutionalized racism, economic scapegoating, and police brutality.

Because hate crimes span legal, social, and emotional contexts, many of the contributors write in a narrative style that blends personal experience with social theory or political commentary.

They offer valuable perspective on combating hate crime in coalition building and community resistance, legal prosecution, police training, victim services, and racial justice movements. The depth, emotion, and intelligence of these compelling chapters make the book important reading in courses in Asian American studies, race and ethnic studies, sociology, criminology, and human rights, and for anyone looking to understand the ongoing struggle of racial violence and human rights in North America.



American Immigrant Cultures: Builders of a Nation

By David Levinson and Melvin Ember, 1997

Reference Books

2 Volume Encyclopedia on Immigrant Cultures (Kitano was an Advisory Editor)

Book Review

Better Day Coming: Blacks and Equality, 1890-2000

By Adam Fairclough, July 19, 2001

Editorial Reviews

From Publishers Weekly

Fairclough (*To Redeem the Soul of America*; Martin Luther King, Jr.), who teaches American history at the University of East Anglia, aims to present "an interpretation of the black struggle for equality in the United States between 1890 and 2000, concentrating on the South."

The first half of the book covers 1890 to 1919, with sketches of such individuals as Ida B. Wells, Booker T. Washington, W.E.B. Du Bois and Marcus Garvey. Quickly reviewing major events (e.g., the Great Migration, the Scottsboro affair), Fairclough guides readers through the 1910s, '20s and '30s, examining the failure of Garvey's black nationalism and recognizing the role of the Communist Party in fighting racism.

After that, the book addresses a wide range of topics: education, employment, World War II, anti-communism, Brown v. Board of Education, the Montgomery bus boycott, the sit-ins, the 1965 Los Angeles riots and the Poor People's Campaign. He also analyzes the leadership of Martin Luther King Jr., and the effects of the Black Power movement on the struggle for black civil rights.

The final chapter, despite the subtitle's promise, skims over the remaining decades of the century. An easy read that relies heavily on secondary sources, this work may disappoint serious students of African-American history with its cursory treatment of some material.

Still, Fairclough's approach will probably suit his intended audience, "the general reader... who may have little or no knowledge about the history of race relations since the American Civil War."

Big Government and Affirmative Action

By Jonathan J. Bean, August 2001

Editorial Reviews

From Booklist

Bean is an associate history professor at Southern Illinois University and author of *Beyond the Broker State: A History of the Federal Government's Politics towards Small Business, 1936-1961* (1996). He now continues to look at the role government plays in small business with this critical history of the Small Business Administration (SBA), which was established in 1953 as a "tiny lending agency."

Bean's overriding theme is the contradictory nature of the SBA. Supposedly established to advocate for small-business owners and free enterprise, the agency's biggest support comes from Congress and it is frequently the target of critics of big government.

Bean highlights the "corruption, fraud, and incompetence [that has] marred its minority enterprise programs," but he focuses on the "affirmative action" role of the SBA—first as it favored small companies over large ones and later, beginning

with the Nixon administration, as it targeted loans to black-owned businesses. Nearly a third of Bean's book is devoted to notes and an extensive bibliography. *David Rouse*

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Citizen Soldiers: The U.S. Army From the Normandy Beaches to the Bulge to the Surrender of Germany June 7, 1944 to May 7, 1945

By Stephen E. Ambrose, September 1998

From Amazon.com

Stephen E. Ambrose combines history and journalism to describe how American GIs battled their way to the Rhineland. He focuses on the combat experiences of ordinary soldiers, as opposed to the generals who led them, and offers a series of compelling vignettes that read like an enterprising reporter's dispatches from the front lines.

The book presents just enough contextual material to help readers understand the big picture, and includes memorable accounts of the Battle of the Bulge and other events as seen through the weary eyes of the men who fought in the foxholes. Highly recommended for fans of Ambrose, as well as all readers interested in understanding the life of a 1940s army grunt. A sort of sequel to Ambrose's bestselling 1994 book *D-Day*. *Citizen Soldiers* is more than capable of standing on its own.

Choosing the Right Thing to Do: In Life, at Work, in Relationships, and for the Planet

By David A. Shapiro, September 1999

From the back cover

"*Choosing the Right Thing to Do* makes the study of ethics come alive.... It is required reading for any person or organization that wants to think about ethics as more than a means for looking good without necessarily having to be good." -- Author, Jacob Needleman

Black Justice? Race, Criminal Justice and Identity

By Nadia Joanne Britton, December 2000

From the back cover

Black Justice casts new light on the centrality of race in contemporary society. It critically examines a unique black voluntary organization working with black people who are detained by the police and reveals how dependent the organization is on the police's co-operation and support. It also reveals the strategies adopted by the police to undermine or subvert this voluntary service, while at the same time asserting their support for it and claiming to be operating according to equal opportunities directives.

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